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15 January 1952

MEMORANDUM FOR: Director of Training

FROM : Chief, Plans and Policy Staff

SUBJECT : Survey of Non O/TR Training

1. Following is a summary of non O/TR training now being conducted by the various Offices of CIA:

A. Office of Research and Reports

(1) Indoctrination Lectures

This course is designed to apprise new employees of the inter-relationships between O/RR and other CIA components; and to familiarize analysts and administrative personnel with the facilities available for and procedures involved in the conduct of their research. The course is of approximately 10 hours duration and is given currently on the average of once per month. Approximately 20 students attend each session. A total of 11 instructors are involved -- 3 from O/RR, 1 from O/SO, 5 from O/CD, and 2 from O/O

(2) Industrial Motion Picture Training

The objective of this training is to indoctrinate analysts of D/I in the physical aspects of the Division mission. This involves showing industrial movies to cover industrial projects which the responsibility of the Division. This is a continuous training project. The average showing time per week is 1½ hours.

B. Office of Scientific Intelligence

No formal training courses are being conducted by the Office of Scientific Intelligence.

Emphasis has been on on-the-job training of all new personnel. This training is supervised by the immediate supervisor.

A projected internal O/SI orientation course is under preparation for newcomers with at least three weeks on-the-job experience. The course will stress CIA organization, missions and functions from an O/SI working perspective; O/SI organization, missions, functions and personnel; certain basic O/SI

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BOX NO. FILE NO. DOC. NO. Z NO CHANGE  
IN CLASS/ IDEAS/ CLASS CHANGED TO  
NEXT REV DATE 89 13029 REVIEWED TYPE DOC. 02  
NO. PGS. 53 CREATION DATE 11/01/11 ORG CLASS S  
REV CLASS C REV COORD AUTH: HR70-3

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operating procedures; liaison with other Agency components; liaison with scientific intelligence increments outside the Agency; scientific intelligence requirements; evaluations; and information services. The projected course will probably take three successive half-days and will be given to groups of eight newcomers. The frequency of the course will depend upon the number of incoming personnel.

C. Office of Operations

Within O/O there are no non O/TR training activities being conducted on an Office-wide basis. However, there are several training activities being carried on at the division level.

OO/FDD

(1) Introductory Russian Language Course

This course is designed to equip clerical personnel for minimum demands of Russian in their normal clerical work and to give refresher instructions in grammar to personnel who have had some Russian previously. The course is of approximately three months duration. Classes are conducted on Monday, Wednesday and Friday from 0830 to 0930. A repeat course is not scheduled at present.

(2) Other than the course in Russian, there are no organized training classes in FDD at the present time. However, the following apprenticeship and orientation training is given to FDD employees.

(a) Area Training

A general introduction to the current situation within a country (area) is given to each new employee by an informal conference with area personnel and by special intelligence and information reports on the various aspects of the country furnished for orientation reading.

(b) Intelligence Methods and Techniques

Periodic seminars are given on a Division or Branch basis by Division or Branch Chiefs on the organization of intelligence agencies, their functions, changes, etc.

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New personnel study the ID Strategic Intelligence Manual, Sherman Kent's Strategic Intelligence, etc.

New personnel also study typical intelligence reviews; intelligence requirements; examples of FDD reports; and collection requirements.

(c) Editorial Training

Training for editorial needs is entirely on the apprenticeship basis for editors, proofreaders, editorial clerks and records clerks.

(d) Documents Procurement and Dissemination

Personnel in Documents Control Branch are given apprenticeship training in methods and channels of procurement, sources, and procurement requirements and methods of handling and disseminating receipts.

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D. Communications

The Communications Training Branch offers courses in communications activities for personnel from the Offices of Communications and Operations. In general terms, these courses are designed to qualify the individual to perform the communications duties of his assignment. Courses are conducted in staff and clandestine radio operating and theory, teletype and power equipment maintenance, teletype procedures, covert surveillance, and staff and clandestine cryptographic systems and procedures.

(1) Staff Radio Training Course

This course is designed to qualify personnel as radio operator technicians capable of performing maintenance upon appropriate equipment and of utilizing correctly the proper transmission procedures in connection with their assignments. Students receive instruction in the sending and receiving of international Morse code, Radio theory, maintenance of Agency equipment, Agency signal

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plans, and Agency procedures. On-the-air operation is included in the course. The course is twelve weeks in length and is of a continuing nature with classes entering on a bi-weekly basis. Thirteen instructors are used. Present student enrollment is 80. Facilities permit a maximum of 220 students in the course at any one time.

(2) Teletype and Power Equipment Training Course

The object of the course is to qualify personnel as maintenance experts on the teletype and power equipment utilized by this Agency. Students receive training in the electrical and mechanical components of the teletype and power equipment utilized. The course is 8 weeks in length with the teletype maintenance sub-course 6 weeks in duration and the power equipment sub-course 2 weeks in length. Course is on a continuing basis with classes entering bi-weekly. Two instructors are used in the course. Present capacity is 12 students per course.

(3) Staff Cryptographic Course

This course consists of two subcourses -- a staff cryptographic training course and a staff cryptographic briefing course. Students in both subcourses receive training in physical, cryptographic, and transmission security; special systems; special procedures; and special cover plans. The training course consists of 120 hours for O/SO and O/PC personnel; the course for O/O personnel is 160 hours. The additional 40 hours are devoted to explanation of, and practice on, clandestine systems.

The course is of a continuing nature with classes accepted weekly or bi-weekly depending on the availability of instructors. Four instructors used at present with a maximum of 10 planned. Twelve students are assigned to one instructor.

(4) Teletype Procedures Course

Course is designed to qualify personnel in the operation of teletype facilities, the transmission of messages via these facilities and the use of certain cipher devices used in conjunction with teletype equipment. Students

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receive instruction in teletype vocabulary, equipment, Baudot code, teletype procedures, operating procedures and cipher systems.

The course is 3 weeks duration with new classes starting every third week. Two instructors are used to teach a maximum of 16 students.

(5) Clandestine Radio Course

This course is divided into two subcourses -- a training and a briefing course. The training course qualifies students in the operation and maintenance of specific equipment for their assignment. The briefing course is designed to familiarize the student with the clandestine radio equipment used in his assigned area. The course covers the same field of study as does the Staff Radio Course. Courses are based tailored to the needs of the individual and the time required is dependent upon the student's ability to learn, his past experience, and his projected assignment. For security reasons, normally, student's training is on an individual basis.

(6) Clandestine Cryptographic Course

This course consists of two subcourses -- a briefing and a training course.

The training course is designed to qualify students to perform clandestine cryptographic duties. The briefing course is designed to acquaint the student with types of ciphers used in clandestine communications. This course covers the same area of study as does staff course with emphasis on clandestine systems and procedures. There is no definite length to the course. The length is dependent upon the student's ability, past experience, and proposed assignment. Students, normally, are trained on an individual basis.

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(8) In addition to the formal courses of instruction, on-the-job training is provided in frequency propagation, and crystal grinding. These courses are informal in nature and are scheduled in accordance with the need for such training. The objective of these courses is to qualify selected individuals in the preparation of frequency propagation studies for preparation of sequal plans or in the grinding of crystals, in order to properly support overseas base stations. Classes in these courses are scheduled according to need, with only one student per class.

E. Office of Collection and Dissemination

O/CD conducts no formal training courses, but each Division maintains a constant on-the-job training process geared to the general requirements of the Office and to the specific requirements of each Division and its Branches.

Each Division indoctrinates new employees in the functions of the other Divisions of O/CD to as great a degree as possible, as well as explaining the functions and requirements of other CIA offices and IAC Agencies wherever applicable.

F. Office of Special Operations

(1) Beginning Russian

This course is designed for personnel of a certain Division. No other O/SO personnel are permitted in the course. Classes are conducted after office hours by a member of the Division and each course runs for three months. Instruction and student attendance is on a voluntary basis. This training was developed because of the lack of a secure method for obtaining Russian language training for covert operational personnel. This is a continuing program limited to six students per course.

(2) On-the-job training is given to all O/SO personnel, designed to fit the individual's specific needs.

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(3) (Proposed) Training Course on the Treatment of  
Linguistic Problems in Far East Intelligence Reports

Course will be designed to serve as a guide for the standardization of procedures for dealing with Chinese personal and place names in FDZ reports, both in the field and at headquarters. Course will consist of 3 one-hour lectures.

(4) (Proposed) Training in the Structure of Chinese  
Characters

Course will be designed to give sufficient training in the structure of Chinese characters to enable them to use the Chinese cable code book.

G. Office of Current Intelligence

(1) Area Training

O/CI policy provides that intelligence officers will visit their geographic areas for familiarization or refresher training. Six such trips are authorized for the remainder of the fiscal year 1952. Duration of trip is from one to two months.

Attendance at conferences by intelligence officers responsible for certain areas is provided both for training and reporting.

Two O/CI intelligence officers have attended 6 weeks seminars held on their areas at universities in this country.

(2) (Proposed) Source Evaluation and Exploitation

Course will be designed to deal with specialized research and reporting techniques utilized in O/CI.

(3) Negotiations are in progress for the establishment of exchange programs with the State Department's Foreign Service, and with O/SO, whereby O/CI analysts can gain additional knowledge of their areas and actual experience in collection to assist them in their evaluation of sources.

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H. Deputy Director for Administration

Inspection and Security

(1) Special Training and Indoctrination Course

This course is designed to give a brief indoctrination in the functions and responsibilities of CIA and of I&S, and basic training in the techniques of investigation as they apply to work performed by I&S investigators. The duration of the course is three weeks. It is given at five week intervals. About 30 persons from I&S and 3 from other offices are used as lecturers. The average class includes 17 students.

Medical Office

(1) Medical Technician Training Course

This course is designed primarily for technicians who are going into the field. It includes a four-week training period at [ ] and covers anatomy, physiology, and other related subjects. The number of students in the class varies. The present number is four. There is one training technician and one medical officer serving as instructors.

General Counsel

(1) This office gives one-hour lectures approximately every two weeks to O/PC and O/SO Administrative Offices and Section Chiefs covering function and organization of legal staff and types of legal problems likely to be encountered in the field.

Comptroller

(1) Finance representatives act as instructors for the "finance" portion of the one week administrative course conducted by covert training.

Each employee proceeding overseas is given individual briefing on matters pertaining to pay, allowances, travel and related matters.

Occasional instruction and briefing lectures are given by Finance employees to special groups at the request of operations offices.

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The Finance Division conducts on-the-job training for all new employees hired by the Division for headquarters or overseas assignments and for certain administrative employees of the operating offices who are detailed to the Finance Division prior to proceeding to overseas station assignments which require a knowledge of financial reporting and accounting. Duration of this training ranges from one week to three months. One finance employee devotes full time to the supervision of this on-the-job training. The training consists of reading regulations, discussions, practice work on accounts, actual work on accounts under close supervision and rotation between the various functional units of the Finance Division.

Personnel Office .

Formal training is conducted by the Personnel Pool, located in the Personnel Testing Branch, Personnel Division (Overt). Individuals trained are employees in clerical categories who are assigned to the Personnel Pool on a provisional, temporary basis pending "Secret" or "Full" clearance.

The purpose of the Personnel Pool training program is to increase and help maintain the clerical skills which the new employee is presumed to possess to a reasonable degree before entering on duty; to teach the proper use of English to those employees whose test scores indicate the need, emphasizing the vocabulary and phraseology peculiar to the Government and to CIA in particular; to acquaint the new employee with methods and procedures practiced in CIA offices, emphasizing the security requirements peculiar to this Agency; to instruct the individual employee in skills and practices relevant to his future work assignment wherever and to the greatest extent possible.

(1) Typing

Classes are set up for elementary typing, clerk-typing, and steno-typing. Instruction is also given in the use of dittoes, stencils, dictaphone, electric typewriters, multilith mats, carbons and typing shortcuts. The course is given on a continuing basis and its duration is three weeks.

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(2) Shorthand

Students are enrolled in either an Intermediate or Advanced Shorthand Class. The course is given on a continuing basis.

(3) English Usage

This is given as an integrated course to all persons for whom a need is established. It is of 3 weeks duration.

(4) Office Practice

This course is given to all clerical personnel in the Personnel Pool. Approximately 13 days are required for the presentation of this course.

(5) Two full time clerical skills instructors are used for presenting the above courses.

(6) Rotating assignments throughout the Personnel Office are scheduled for a group of junior administrative or management assistants. The purpose is to provide training for persons whose background shows special promise for effective performance in personnel administration. The trainees are assigned to various parts of the Personnel Office to become familiar with the functions and operations of these offices through firsthand observation and work performance activities.

The training program is of approximately one year's duration and is conducted on a continuing basis. The Chief, Personnel Studies and Procedures Staff is director of this program.

Since the beginning of this program during the summer of 1951, six persons have been selected as trainees.

Advisor for Management

(a) Management Training Program

The objective of this program is to have fully trained organization and methods examiners available for assignment throughout the Agency.

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The trainee program is of 6 to 8 months duration and is conducted internally on a continuous basis. The Advisor and Deputy Advisor for Management are available as either consultants or instructors in carrying out this program. The program operation includes the following:

(1) Forms Analysis and Design

Two to four weeks of on-the-job training is given in the design and evaluation of CIA forms. Training in the techniques applicable to forms design and in related analytical processes as well as a familiarity with the forms control systems are the objective of this course.

(2) Issuance Review

Two to four weeks of practical experience in developing, editing, and coordinating CIA Regulations is given. The objective is to gain an understanding of the mechanism involved and absorption of the substantive content of CIA Regulations.

(3) Development of Staffing Patterns

Two to four weeks of experience in developing and coordinating proposals for changes in tables of organizations is given. The trainee should absorb the pertinent facts regarding each T/O change and should, by operating the central controls, acquire a knowledge of the physical processes involved.

(4) Machine Methods

One month of experience assisting on various projects having to do with machine methods and office devices is given. Electrical accounting (IBM) machines will constitute the most significant phase of this training. The objective is to gain a familiarity with machine applications, sufficient to permit identification of problem areas.

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(5) Records Management

One week of project experience as an assistant on the Agency's Records Management and Vital Documents Programs is given. The objectives of the Programs and the processes involved are examined.

(6) Organizations and Methods Surveys

The trainee, working under the close supervision of a senior O and M examiner, will be assigned projects of gradually increasing responsibility until he has absorbed the practices, principle, and techniques relating to O and M surveys. This covers approximately 4 months duration.

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### Conclusions

Many Training programs and activities are conducted by the various Offices of CIA beyond the control or guidance of the O/TR. Several of these programs are of a formalized type with set schedules for lectures and laboratory work. Most of the Office's carry on some degree of on-the-job training. The degree of intensity of on-the-job training varies from close supervision in some instances to a casual observation of the trainee's work in others. It is recognized from the variety of training offered by the various Offices that there is a need for and value derived from training programs designed for the personnel of a specific Office or Division.

The majority of the training courses are of value and interest only to the personnel of a particular Office. However, it is probable that some of the training courses designed and presented by one Office may be of value and interest to one or more additional Offices.

### Recommendations

It is recommended that:

1. A system be set-up whereby the O/TR is kept advised of all non-O/TR training courses in progress throughout the Agency. Information required should include the name and objectives of the course, the duration, the scope, the number of instructors, the number of students taking the course currently, and the maximum number of students that could be handled for a particular course.
2. A list of non-O/TR training courses available in CIA be compiled. This list could be periodically sent to all Agency Offices for their information.
3. O/TR investigate the need to conduct or supervise foreign language courses designed to assist special clerical personnel in the performance of their duties. The Foreign Documents Division specifically has a need for clerical personnel who have a basic training in certain foreign languages. OCD may also have a need for such training of their clerical personnel.